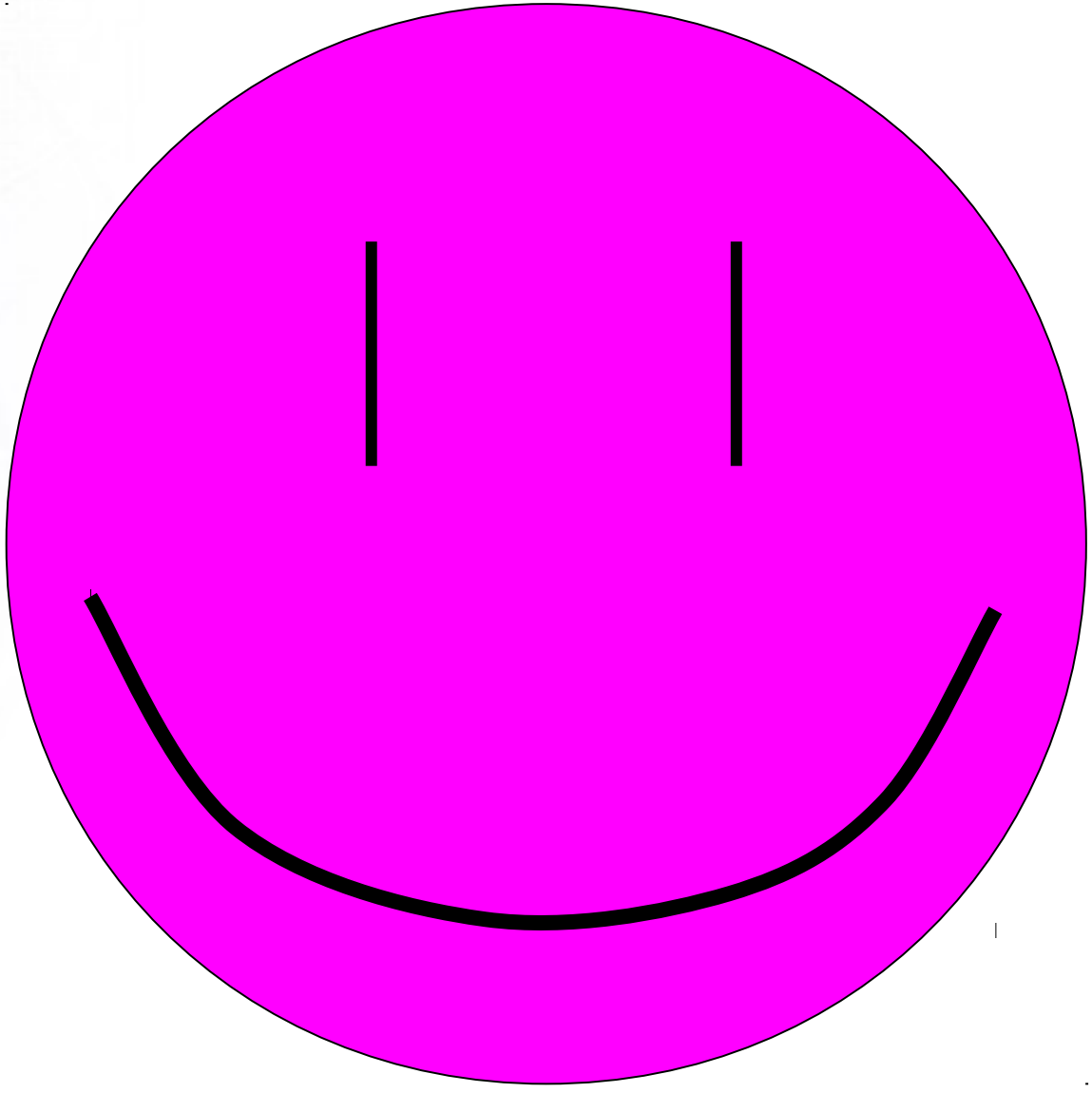
# DLCC Meeting

11 September 2007

# Agenda

- **Welcome**
- **Admin comments**
- **Agenda review**
- **General BS from Ken**

# Welcome



# DLCC Meeting Agenda

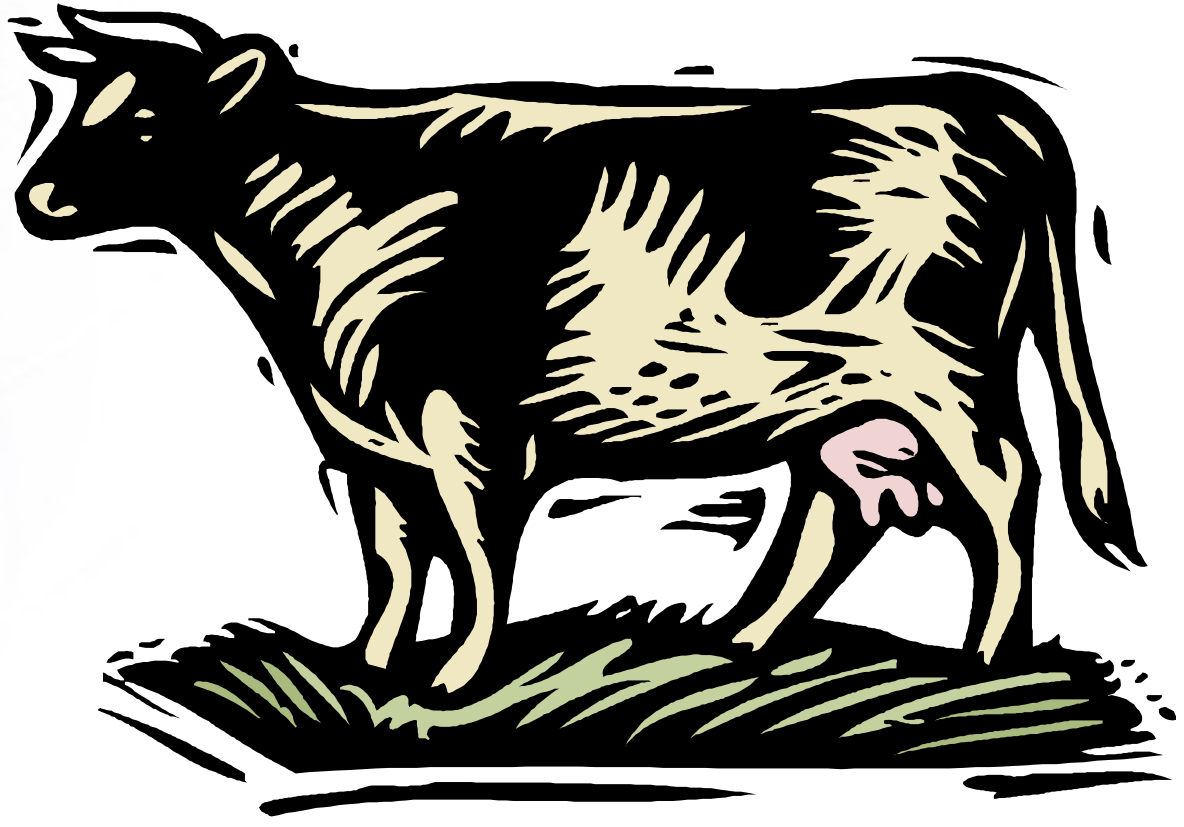
| September 11, 2007 | | |
|---|---|---|
| **Time** | **Event** | **Remarks** |
| 0800 | Arrive/Check in | |
| 0830 | Opening Remarks | |
| 0900 | Joint Forces Staff College | Provide an overview of your program, the media you use to deliver, why that approach, how do you develop it, where are you going next, and anything you believe important. It has been some time since we did a complete review and with turnover and program changes, we need to better understand what we are up to. |
| 1000 | Air War College | |
| 1100 | Air Command and Staff College | |
| 1200 | **Lunch** | |
| 1300 | Naval War College | |
| 1400 | Marine Corps | |
| 1500 | USJFCOM/JKDDC | |
| 1600 | End Day 1 | |

# DLCC Meeting Agenda

**September 12, 2007**

| | |
|---|---|
| 0800 | AWC: Cultural Leadership Simulation |
| 0900 | Review of Developers meeting in July |
| 1000 | Sharing Content |
| 1100 | Business meeting |
| 1200 | - Spring Conference |
| | - DLCC vision/future |
| | - DLCC Lead |
| | - General Discussion |
| 1300 | Finish |

# Opening Comments



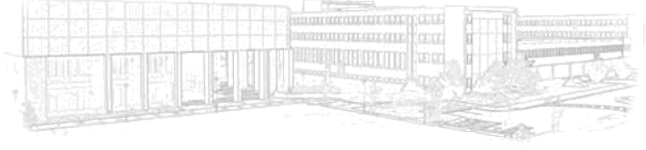
# Joint Forces Staff College (JFSC)

## Joint Continuing and Distance Education School (JCDES)

**Dr. Ken Pisel**
*Dean, JCDES*

# Agenda

- **Program overview**
  - Requirement
  - Audience
  - Content
- **Delivery media**
- **Development process**
- **Future direction**



# JCDES Overview

- **Three Programs**
  - Reserve Component JPME (RC JPME)
    - AJPME is the only course to date
  - Joint Planning Orientation Division (JPOD)
    - Joint Planning Orientation Course (JPOC)
    - Flag and General Officer Seminar (FGOS)
  - Senior Enlisted JPME
- **Two supporting elements**
  - Curriculum Development Division (CDD)
  - Distance Learning Division (DLD)

# RC JPME Program

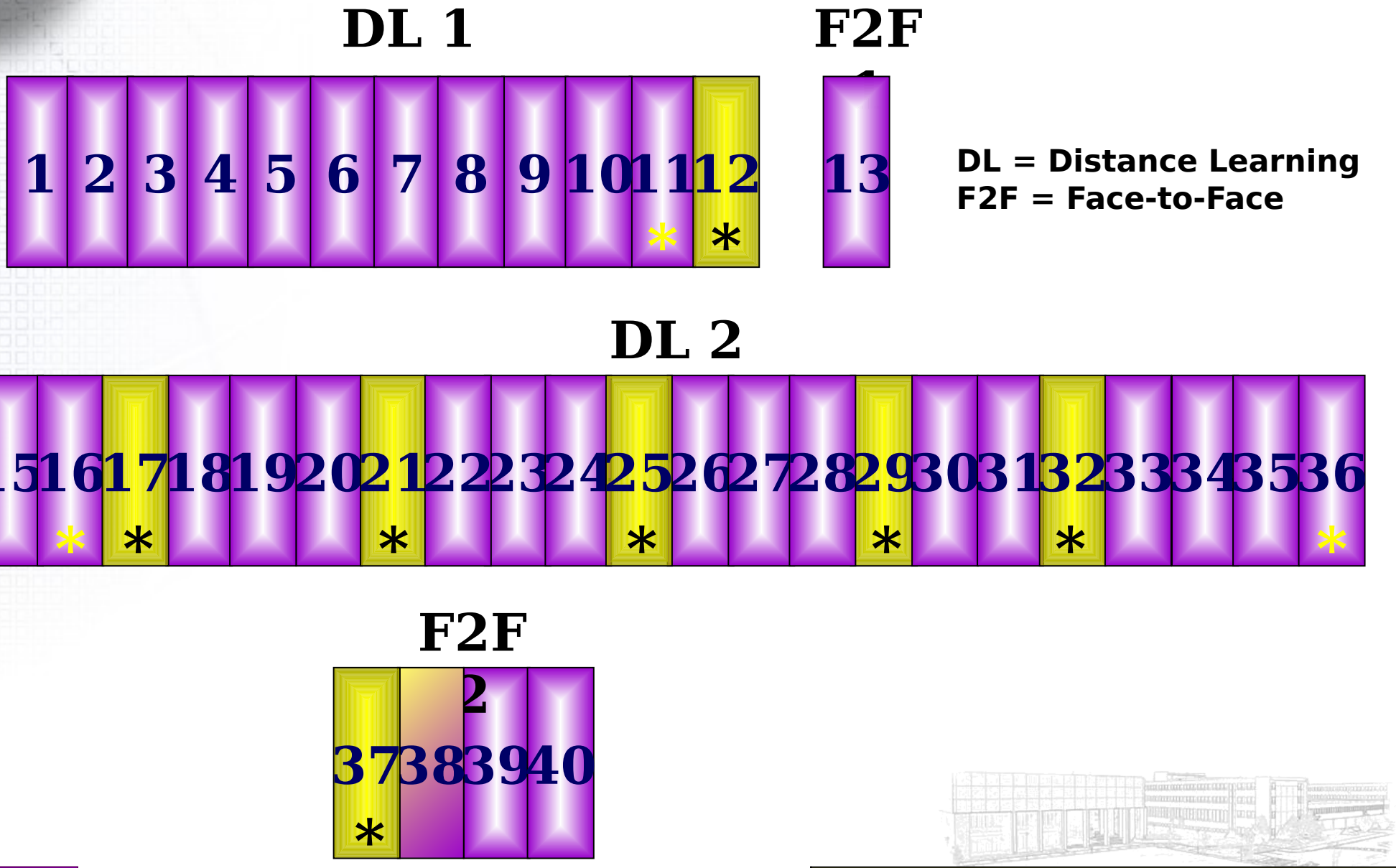
## Advanced JPME

# RC JPME

- **Milestones**
  - Title 10 USC, Chapter 38, Section 666 (1986)
  - Congress (1999)
  - Funding (2002)
  - Implementation (2003)
- **Advanced JPME (AJPME)**
  - Blended Learning
    - 12 Weeks ADL
    - 4½ Days in residence (Week 1
    - 25 Weeks ADL
    - 15½ Days in residence (Weeks 38-40)
  - Designed for an annual throughput of 500

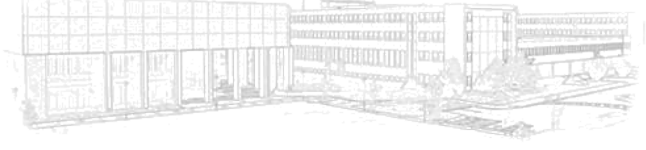
JOINT FORCES STAFF COLLEGE
THAT ALL MAY LABOR AS ONE
ARMY NATIONAL GUARD
AIR NATIONAL GUARD
UNITED STATES ARMY RESERVE
UNITED STATES COAST GUARD RESERVE
UNITED STATES MARINE CORPS RESERVE
DEPARTMENT OF THE NAVY NAVAL RESERVE

# AJPME 40-Week Format



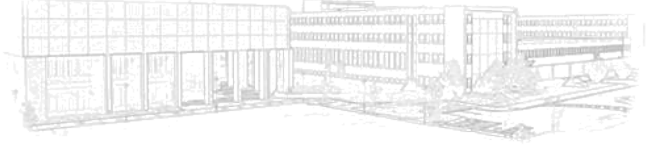
# Cross-Service Acculturation

- **Blended learning: highly interactive ADL elements plus two face-to-face sessions**
- **Retains the seminar Service mix that is the hallmark of the in-residence curricula**
  - 1/3 Air
  - 1/3 Land
  - 1/3 Naval
- **Far more diverse student specialties and backgrounds than other JFSC courses**
- **AJPME ISPI results comparable to JCWS**



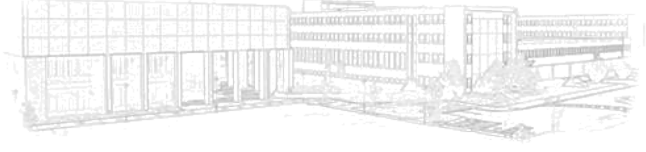
# AJPME Course Content

- AJPME compared to in-resident JCWS
  - AJPME and JCWS are nearly identical courses
    - AJPME = 40 week online/in residence program
    - JCWS = 10 week in residence program
  - Similar Exercise Requirements
  - Similar Writing requirements
  - Similar Seminar Service / Specialty mix
  - Similar Senior Fellows / Guest Speakers
  - AJPME has a roll back capability



# Advanced JPME

- **46 ADL lessons**
- **Design tasks**
  - Highly interactive
  - Cognitive domain – application level and higher
  - Affective domain – valuing
  - SCORM conformant
  - SCOs at the Learning Objective level
- **SCORM**
  - Not simply a good idea
  - A driving factor in every element of design and implementation



# AJPME Curriculum Flow

WEEK 1 — 12 — 14 — 37 — 40

| Lessons 1-28 | F2F-1 | Lessons 29-46 | F2F-2 |
|---|---|---|---|

Strategic — Operational

National Strategic Security Systems and Guidance, and Command Structures

Joint Planning

Joint, Interagency and Multinational Capabilities

Information Operations

Exam 1 | Exam 2 | Exam 3

JIP | Ambassador | JRP | Senior

| | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Joint Duty | Jt Tng Sys | Strat Est | | | | | SCPs | Campaigning | | Msn Analysis | | | COA Dev | | | SSTR | | | |
| US Mil Cmd Estab | | IO | | Strategic Art | | | N Africa | | Opnl Env | | Opnl Env | | Staff Ests | | | Wargaming | | | |
| Jt Force Cmd | | Interagency | | Theater Strat | | | Jt Log | | Jt Intel | | ROE | | Assumptions | | | Cdr's Est | | Str Con | |
| Natl Power | | Op Art | FHA | JSPS | | JSCP | Irregular Warfare | | | | | | FDOs | | | F/S/T Plng | | TPFDD | |
| NEC | | Multinational Ops | | Rgnl Plng Guid | | | Contingency Planning | | | | | | Yorktown | | | Plan Rvw & Maint | | | |
| Synchronizatior | | Africa | | Plng MNO | | | Force Protection | | | | | | Plan Doc | | | Trans to JTF | | | |
| ROMO | | Intro to AFCOM | | | | | | | | | | | Jt Opnl Concepts | | | CAP | | | |

PURPLE HOPE

PURPLE SUNSET

PURPLE GUARDIAN

*Representative only*

# Distance Learning 1 (DL-1)

- **Student-to-courseware interaction**
- **Knowledge and comprehension**
- **Topics covered**
  - Introduction to Joint Duty
  - U.S. Military Command Establishment
  - Joint Training System & Joint Force Command
  - Service, SOF, RC, and Interagency perspectives
  - Information Operations
  - Complex Contingency & Multinational Ops
  - Operational Art & Synchronization

# Face-to-Face One (F2F-1)

- **Mobile concept – home or away**
- **Topics covered**
  - Strategic Art
  - Strategic Estimate & Theater Strategy
  - Joint Strategic Planning System (JSPS)
  - JSCP, GFM, & Regional Planning Guidance
  - Planning Multinational Operations
  - Interagency & Multinational Exercise
  - Senior Fellow Discussion
- **Take time to prep students for DL-2**

# Distance Learning 2 (DL-2)

- **Highly collaborative & interactive**
  - Multiple practical exercises / Products developed
- **Topics include . . .**
  - Security Cooperation Planning
  - Combatant Command Organization & Policies
  - Campaigning
  - Op Art: North Africa Campaign Case Study
  - Management of the Operational Environment
  - Force Protection, ROE, Joint Intel, Joint Logistics
  - Asymmetric Warfare
  - Contingency Planning & Mission Analysis

# Face-to-Face 2 (F2F-2)

- **Designed to use JFSC facilities**
  - Testing away game
- **Focused on Contingency Planning and Crisis Action Planning (CAP)**
  - Students are creating and analyzing products
- **Culminates in an interactive wargame using GCCS planning tools & Common Operational Picture (COP)**
  - Exercise PURPLE SUNSET

# DL 1

Introduction to AJPME
Pre-Course Assessment
JIP/JRP Requirements
Intro to Joint Duty & Perceps
Joint Training System
U.S. Military Command Estab
Joint Force Command
U.S. Army Comp Persp
U.S.M.C.  Comp Persp
U.S. Navy Comp Persp
U.S. Air Force Comp Persp
Joint SOF Perspective
Reserve Comp Persp
Information Operations
Joint Public Affairs
The Interagency Process
ROMO
Peace Operations
FHA
NEO
Multinational Operations
Opnl Art & CHROMITE
Synchronization
Review 1
Exam 1
Intro to U.S. Africa Command
Africa 20XX
Strategic Estimate: Country Analysis

# F2F 1

Seminar In-Processing
Seminar Orientation
Strategic Art
Strategic Estimate: Regional Analysis
Theater Strategy
Joint Strategic Planning System (JSPS)
Joint Strategic Capabilities Plan
Regional Planning Guidance
Planning Multinational Operations
PURPLE HOPE
Senior Fellow Discussion
Overview of Contingency Planning
JRP Overview
DL 2 Overview

# DL 2

Security Cooperation Planning
Review 2
Exam 2
USAFCOM Org & Policies
Intro to Campaigning
Op Art: North Africa Campaign
Mgmt of Operational Environment
Joint Force Protection
Rules of Engagement
Joint Intelligence
Joint Logistics
Asymmetric Warfare
Contingency Planning
Prep of Operational Environment
Mission Analysis & Cdr's Intent
Assumptions/ Case Study

Review 3
Exam 3

# F2F 2

Seminar In-Processing
Assumptions
IPR
Stability Operations
COA Development
Staff Estimates
Cdr's Estimate: Wargaming
Cdr's Estimate: COA Selection
FDO PE
Cdr's Strategic Concept
CJCS Concept Review
Force Planning
Support Planning
Transportation Planning
Yorktown Campaign Staff Ride
Shortfall Identification, Transportation Feasibility Analysis, & TPFDD Refinement
Plan Documentation
Plan Assessment & TPFDD Maintenance
Evolving Joint Concepts
Crisis Action Planning Overview & Products
Ambassador's Perspective

CAP Historical Case Studies
Transition to JTF
PURPLE SUNSET
Senior Fellow Discussion
Post-Course Assessment
Outprocessing & Graduation

# Delivery/ Updating Process

# Distance Learning Division (DLD)

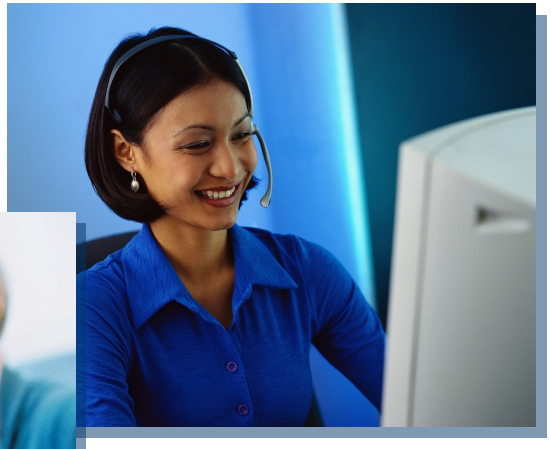
- Contract team
  - Responsible for maintaining the online curriculum for AJPME and developing new online learning content as needed
  - Serves a help desk function for JFSC users that experience issues with the distance learning technologies
- Contract Overview
  - Northrop Grumman team experienced in design, development, and implementation of interactive multimedia instruction
  - Original contractor for AJPME (initially awarded Sept 2002)
  - Continued service contracted to maintain content and fill necessary support functions (current PoP to 14 Feb 2007)

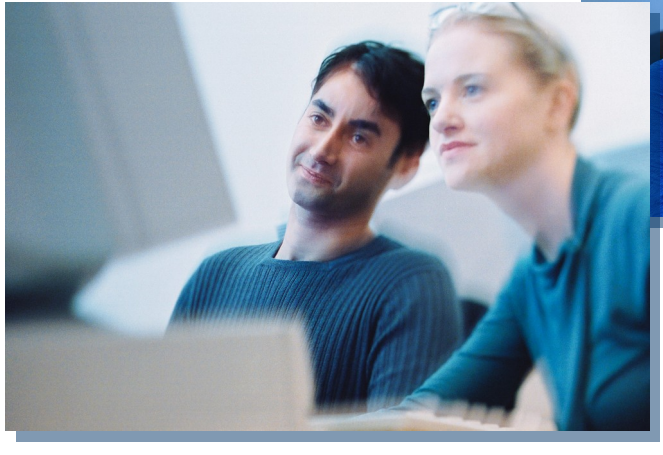
# Projects & Support Functions

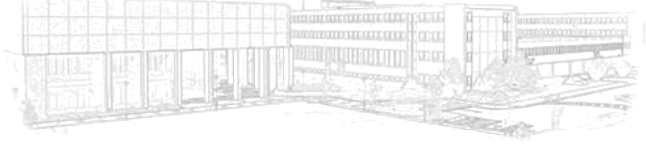
- Primary support functions
  - Blackboard (Bb) LMS
    - Support student/faculty users with technical issues
    - Perform administrative course management & repository management functions
  - AJPME DL Courseware
    - Design, develop & maintain DL courseware
    - Manage DL lesson reviews & updates
- Additional Projects
  - JFSC Alumni Portal
  - JCDES SharePoint Administration
  - ADL Version Notification Prototypes

# Advanced JPME Course

- Blended learning course
- 40 online lessons (content packages)
  - Blackboard Academic Suite
  - Packaged with Reload Editor 2004
  - Tagged at SCO-level
  - SCORM 2004 Conformant

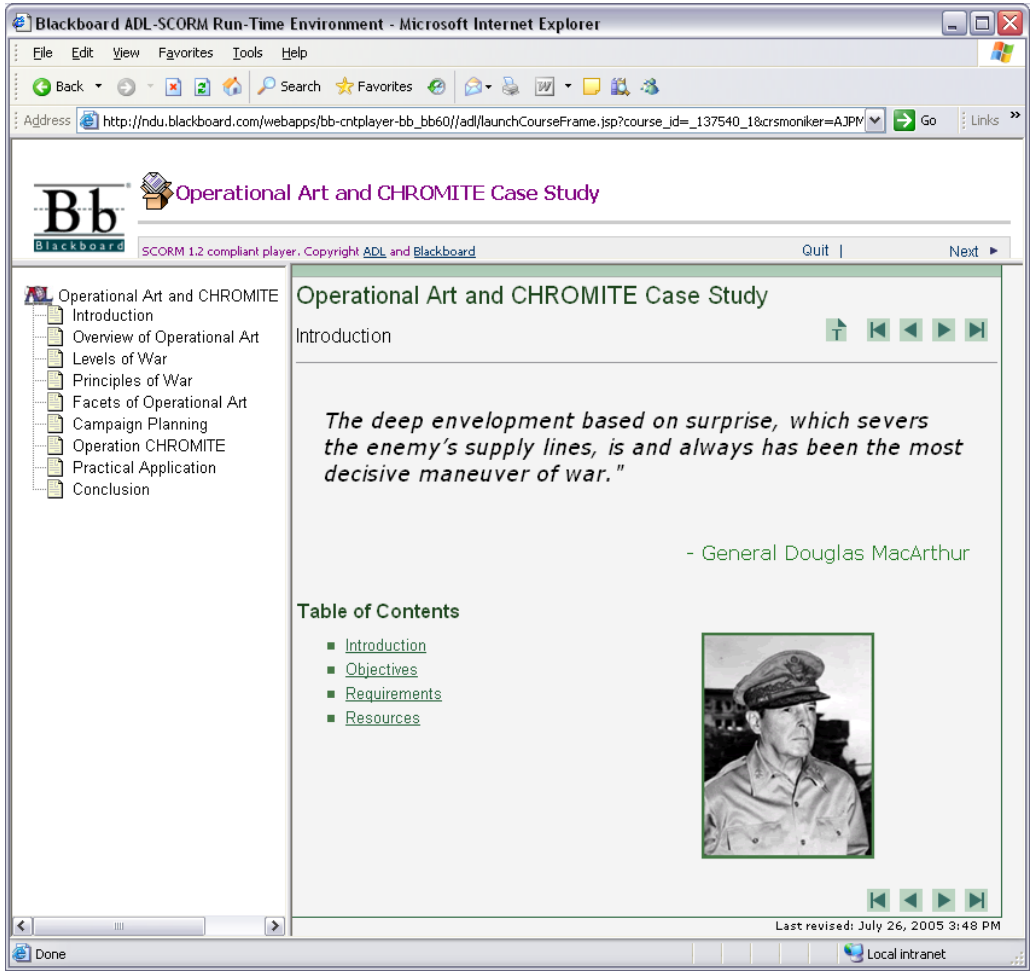






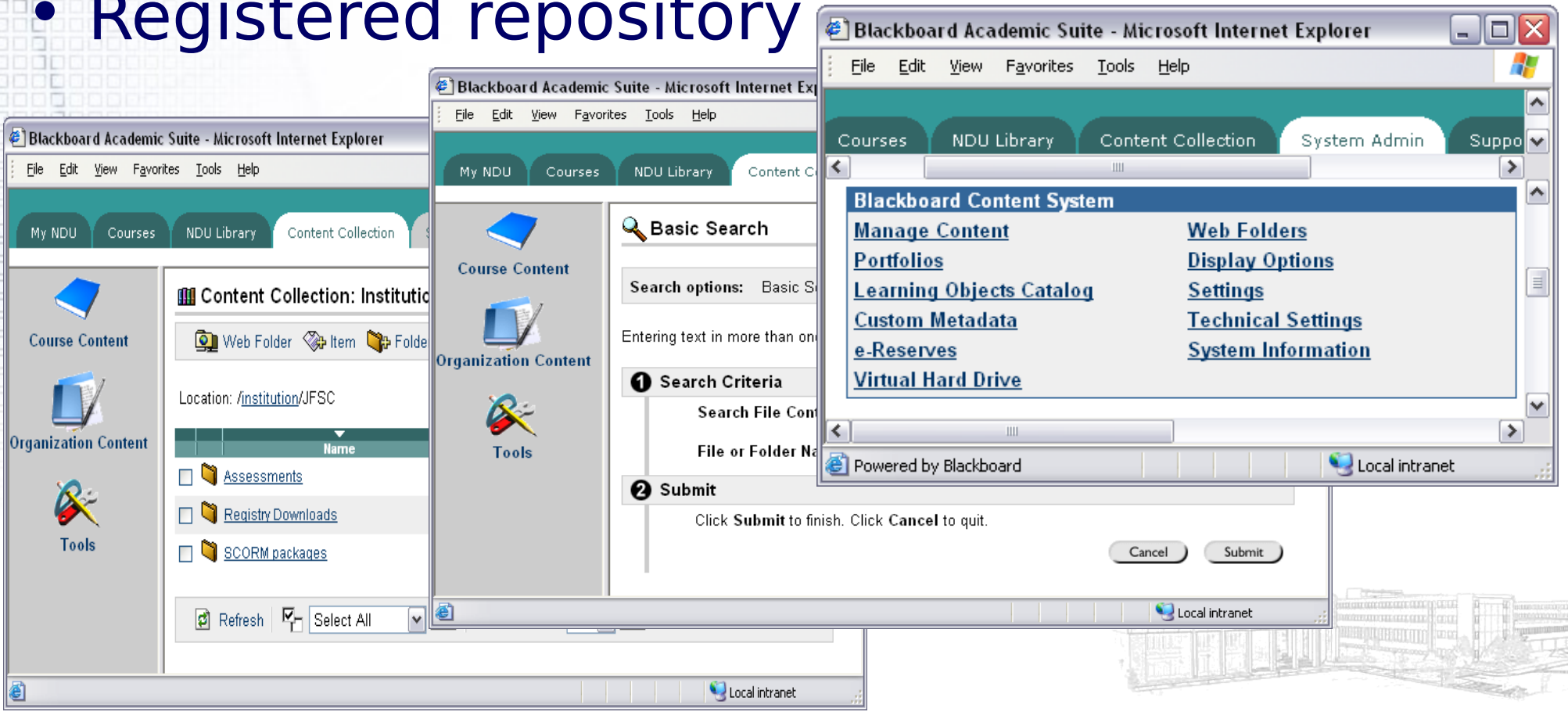
# Learning System

- Blackboard (Bb)
  - NDU standard LMS
  - Unlimited user licenses
  - Snapshot automation
- Used to distribute & manage the DL content
- Bb is the backbone of the Alumni Portal



# Content System

- System to store, manage, & publish content
- Robust search engine
- Registered repository

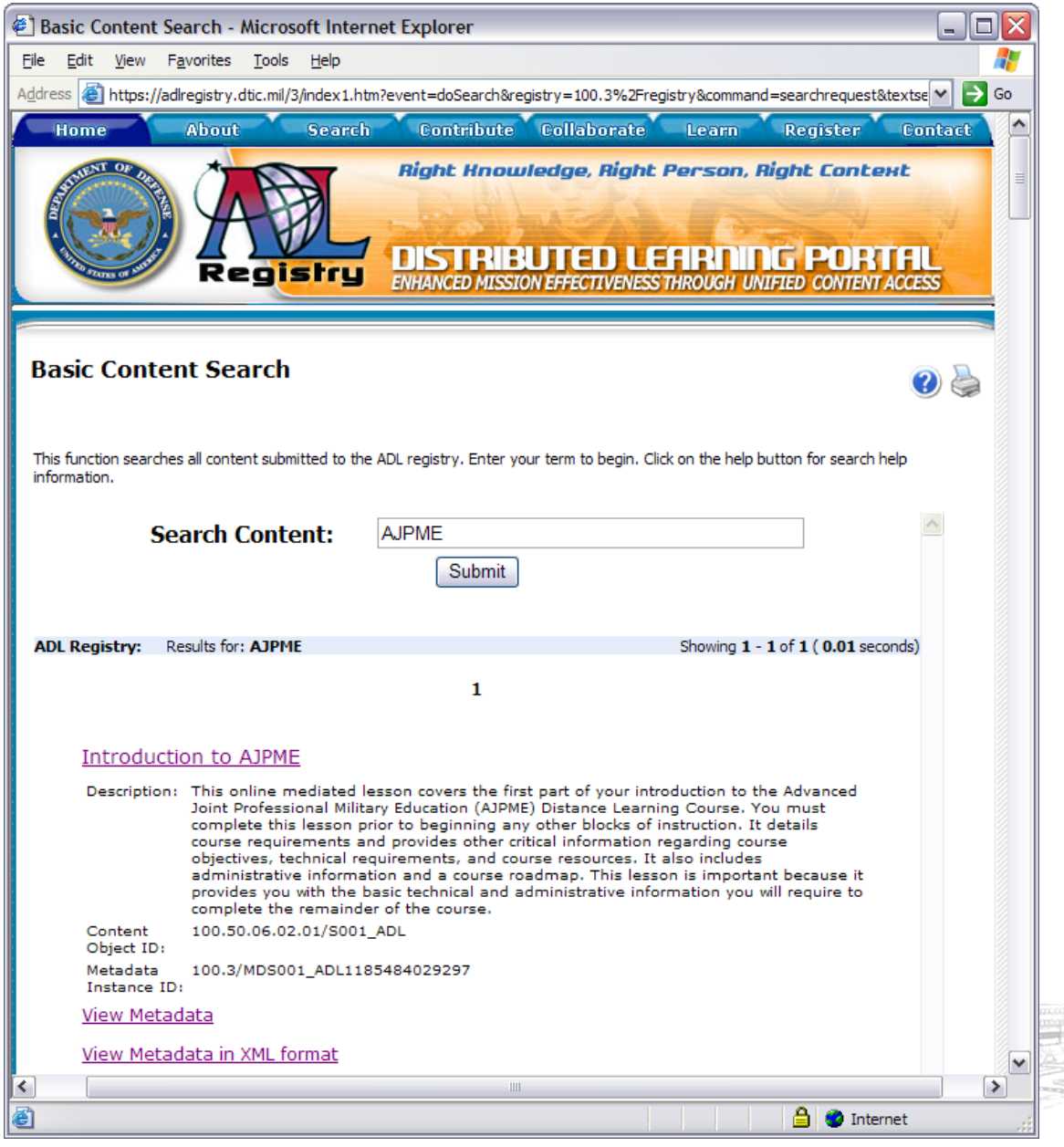


# Design/Development Tools

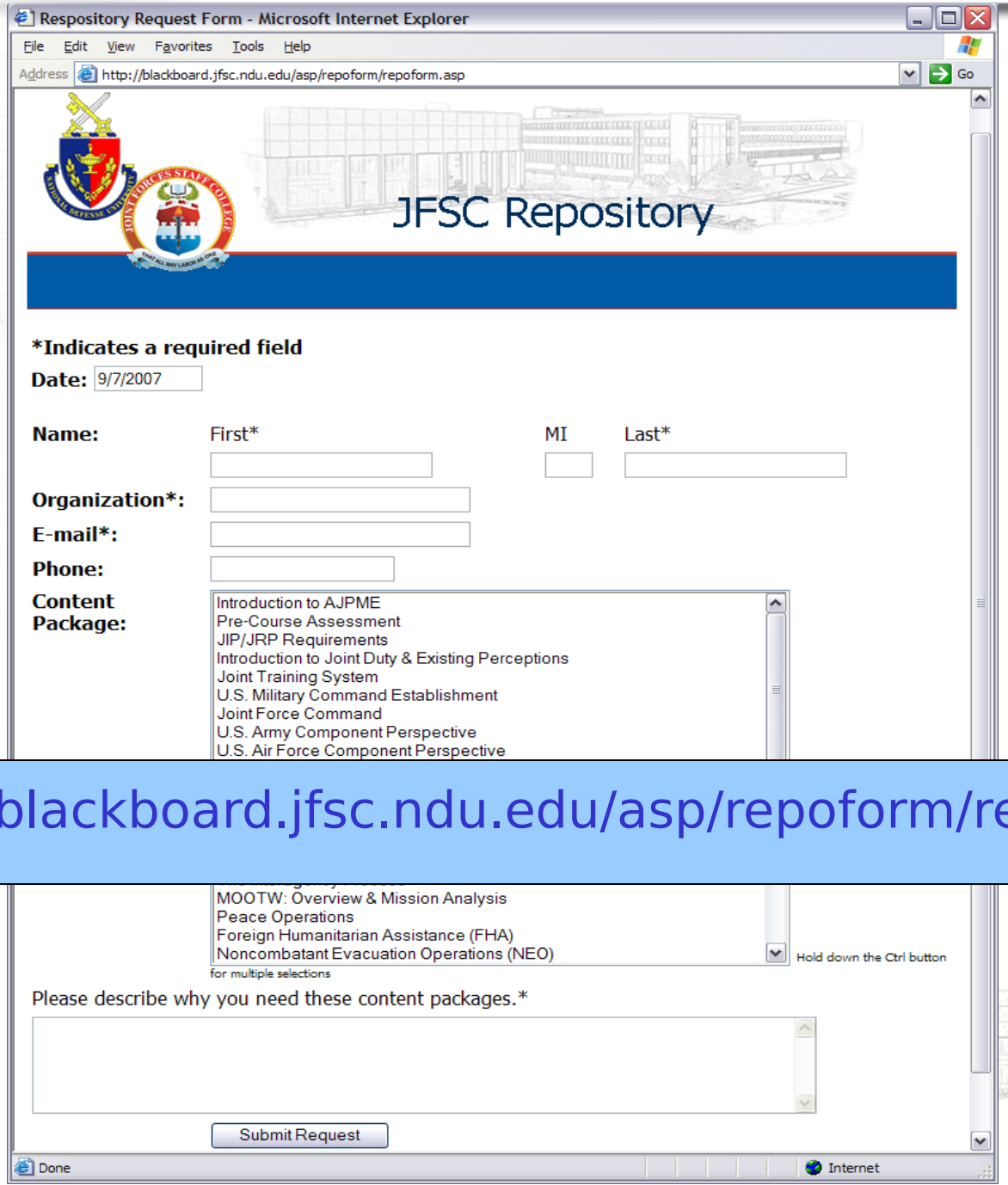
- Adobe Products
  - Dreamweaver
  - Acrobat
  - Flash
  - Fireworks
  - Photoshop
  - Illustrator
- Knowledge Impact Firefly
- Reload Editor 2004

# ADL REGISTRY(R)

- ADL-R: DL Portal
  - https://adlregistry.dtic.mil/ (moving)
- Current Registry process tedious
- Metadata editor tool under development


Basic Content Search - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Address https://adlregistry.dtic.mil/3/index1.htm?event=doSearch&registry=100.3%2Fregistry&command=searchrequest&textse
Go
Home About Search Contribute Collaborate Learn Register Contact
Right Knowledge, Right Person, Right Context
ADL Registry
DISTRIBUTED LEARNING PORTAL
ENHANCED MISSION EFFECTIVENESS THROUGH UNIFIED CONTENT ACCESS
Basic Content Search
This function searches all content submitted to the ADL registry. Enter your term to begin. Click on the help button for search help information.
Search Content: AJPME
Submit
ADL Registry: Results for: AJPME Showing 1 - 1 of 1 ( 0.01 seconds)
1
Introduction to AJPME
Description: This online mediated lesson covers the first part of your introduction to the Advanced Joint Professional Military Education (AJPME) Distance Learning Course. You must complete this lesson prior to beginning any other blocks of instruction. It details course requirements and provides other critical information regarding course objectives, technical requirements, and course resources. It also includes administrative information and a course roadmap. This lesson is important because it provides you with the basic technical and administrative information you will require to complete the remainder of the course.
Content Object ID: 100.50.06.02.01/S001_ADL
Metadata Instance ID: 100.3/MDS001_ADL1185484029297
View Metadata
View Metadata in XML format
Internet

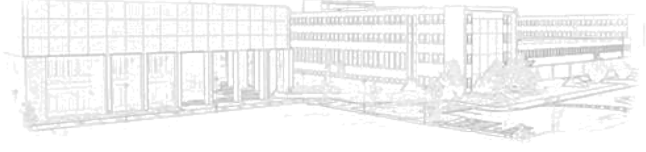
# Repository Request Form




http://blackboard.jfsc.ndu.edu/asp/repoform/repoform.asp

# Future Efforts

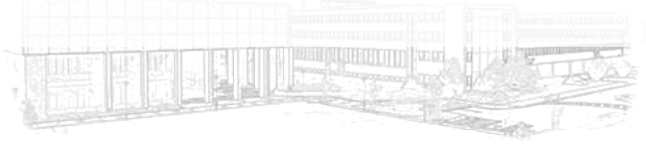
- No significant changes to the online courseware
- Testing a non-resident delivery of F2F-2



# Joint Planning Orientation Division (JPOD)

# Joint Transition Course (JTC)

- **5 day course to prepare students for enrollment into JCWS**
  - OPMEP directed
  - Four times annually
- **Attendance**
  - US Officers on waiver to JPME II
  - International Officers
  - Interagency



# Joint Planning Orientation Course (JPOC)

- **2 ½ day orientation course focusing on joint planning**
  - Combatant Commands: Twice annually
  - Joint Staff and defense agencies: Four times annually
  - Local: Four times annually (reserve weekends)
- **Distance Learning Initiative**
  - Online at the JKDDC Website
  - Reach more personnel
  - Provide greater flexibility
  - Needs updating

# Flag and General Officer Seminar (FGOS)

- **2 Hour Seminar taught in conjunction with JPOC**
- **Overview of JFSC and update of changes to DoD Organization, JSPS, and joint planning**
- **No DL variant**

# Senior Enlisted JPME Course (SE JPME)

Blackboard ADL-SCORM Run-Time Environment - Windows Internet Explorer

http://ndu.blackboard.com/webapps/bb-cntplayer-bb_bb60/adl/launchCourseFrame.jsp?course_id=_66611_1&content_id=_

Blackboard ADL-SCORM Run-Time Environm...

## Senior Enlisted Joint Professional Military Education(SE JPME)

SCORM 1.2 Compliant Player

Copyright ADL and Blackboard

Quit | Next ▸

- Senior Enlisted Joint Professional Military Education(S
  - Senior Enlisted JPME
  - Formulating and Integrating US National Strategy
    - 1.1 Formulating US National Strategy
      - 1.1.1 Instruments of National Power
      - 1.1.2 National Security Strategy
      - 1.1.3 Quadrennial Defense Review
      - 1.1.4 National Military Strategy
    - 1.1 Formulating US National Strategy Knowledge
    - Interagency Process and National Policy
      - 1.2.1 NSC's Role
      - 1.2.2 Interagency Process
      - 1.2.3 Use of Military Force
    - 1.2 Interagency Process and National Policy Kn
    - 1.3 Joint Doctrine, Training, and Lessons Learne
      - 1.3.1 Joint Doctrine Hierarchy
      - 1.3.2 Joint Training System
      - 1.3.3 Joint Lessons Learned Program (JLLP)
    - 1.3 Joint Doctrine, Training, and Lessons Learne
  - 1 Formulating and Integrating US National Strategy

Senior Enlisted Joint Professional Military Education
Introduction

SE JPME
INTRODUCTION

### Introduction

01m 04s /01m 53s

Select EXIT to end this Introduction, or MAIN MENU to return to the menu.

Page 1 of 1

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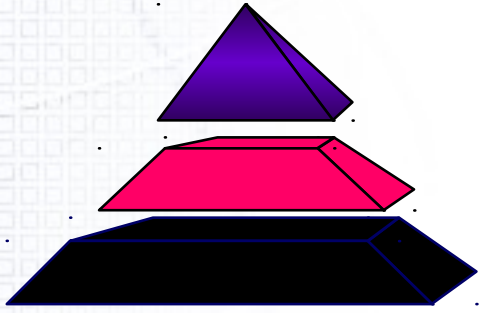
# Enlisted JPME Program

## Three Tiered Program



Level of Complexity (Joint Topics)

### Senior EJPME

CJCS-Sponsored Courses

CSEL KEYSTONE Course

Senior Enlisted JPME Course

### Career EJPME

Embedded in Service Intermediate, Senior, & Executive Level Programs

### Basic EJPME

Embedded in Service Introductory and Primary Level Programs

E1 E2 E3 E4 E5/E6* E6*/E7 E8

Junior and Mid-grade Personnel

Senior Enlisted Leaders

* SERVICE DEPENDENT

# CJSCI 1805.01 *Enlisted Professional Military Education Policy (EPMEP)*

**Senior Enlisted JPME (SEJPME) Course:**

"Provides CJCS-sponsored, assignment oriented educational opportunities for senior enlisted leaders (SELs) serving in, or slated to serve in, joint and combined organizations."

**KEYSTONE Course:**

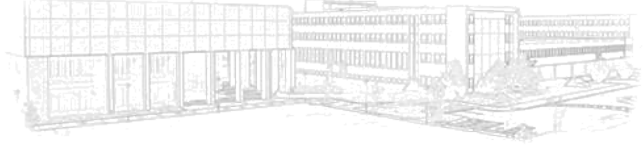
"This nominative course prepares command senior enlisted leaders (CSELs) for service in a flag officer joint headquarters and compliments the G/FO CAPSTONE Course."

# SEJPME Course

- **Initially developed through collaboration with JS J7, JFSC, and USJFCOM Joint Knowledge Development and Distribution Capability (JKDDC)**
- **JFSC is lead agent**
- **E-learning (web-based course)**
- **Blackboard LMS**
- **Accessed via JFSC public website**
- **4 JLAs and 11 JLOs**
- **Eleven "modules": 36 lesson areas, 123 individual lessons**
- **Pretest, knowledge checks, course evaluation, post test, completion certificate**
- **Originally marketed as 40 hours (actually 66**

# Content

- **All online instruction**
  - https://www.jkddc.net/portal/index.html
- **“11 modules” is misleading**
  - Introduction
  - Pretest
  - 36 lesson areas
  - 123 individual lessons
  - Each lesson area has a knowledge check
  - Posttest
  - Course evaluation



# SE JPME Modules

**Pretest**

1. Formulating and Integrating U.S. National Strategy
2. Integrating Strategy, Resources, and Contingency Planning
3. Deliberate and Crisis Action Planning
4. National Military Command Structure
5. Roles, Missions, History, Customs, and Courtesies of the U.S. Armed Forces
6. Motivating Organizations
7. Discipline and Conduct of Multi-Service Subordinates
8. Uniform and Grooming Standards
9. Physical Fitness Program Standards
10. Service Enlisted Evaluation Reporting Procedures
11. Professional Development and Promotion Systems

**Posttest**

**Course Evaluation**

# SEJPME Course JLAs and JLOs

**JLA 1 - National Military Capabilities and Organization**
JLO: Comprehend the organization and functions of the primary elements of the national military command structure.

**JLA 2 – Armed Forces Overview**
JLO: Comprehend the different Services' standards for uniforms, appearance, inspections.
JLO: Comprehend primary roles, mission, history, and customs & courtesies of the Armed Forces.
JLO: Comprehend enlisted career promotion & PME requirements of the different military Services.
JLO: Comprehend Senior NCO responsibilities in performance evaluation of multi-Service enlisted subordinates.
JLO: Operate a physical fitness program IAW each Services' standards for assigned personnel.
JLO: Comprehend supervisory responsibilities re military justice for enlisted subordinates.
JLO: Comprehend a program to motivate organizations with multi-Service enlisted subordinates to accomplish organizational missions.

**JLA 3 – Foundations of Joint Operations**
JLO: Comprehend the deliberate and crisis action planning processes used in JOPES.

**JLA 4 – National Strategic Overview**
JLO: Comprehend the process of formulating and Integrating U.S. national security,

# Changes

JLA1 - National Military Capabilities and Organization

✓JLO: Comprehend organization and functions of primary elements of national military command structure.

JLA2 – Armed Forces Overview

X JLO: Comprehend the different Services' standards for uniforms, appearance, inspections.

-- Modify JLO: Comprehend primary roles, mission, history, and customs & courtesies of the Armed Forces.

X JLO: Comprehend enlisted career promotion & PME requirements of the different military Services.

X JLO: Comprehend Senior NCO responsibilities in performance evaluation of multi-Service enlisted subordinates.

X JLO: Operate a physical fitness program IAW each Services' standards for assigned personnel.

X JLO: Comprehend supervisory responsibilities re military justice for enlisted subordinates.

X JLO: Comprehend a program to motivate organizations with multi-Service enlisted subordinates to accomplish organizational missions.

JLA 3 – Foundations of Joint Operations

✓JLO: Comprehend the deliberate and crisis action planning processes used in JOPES.

JLA 4 – National Strategic Overview

✓JLO: Comprehend the process of formulating and Integrating U.S. national security, strategic guidance, and doctrine.

✓JLO: Comprehend the formal processes used within the [DOD] to integrate strategy,

# Electronic Performance Support System (EPSS)

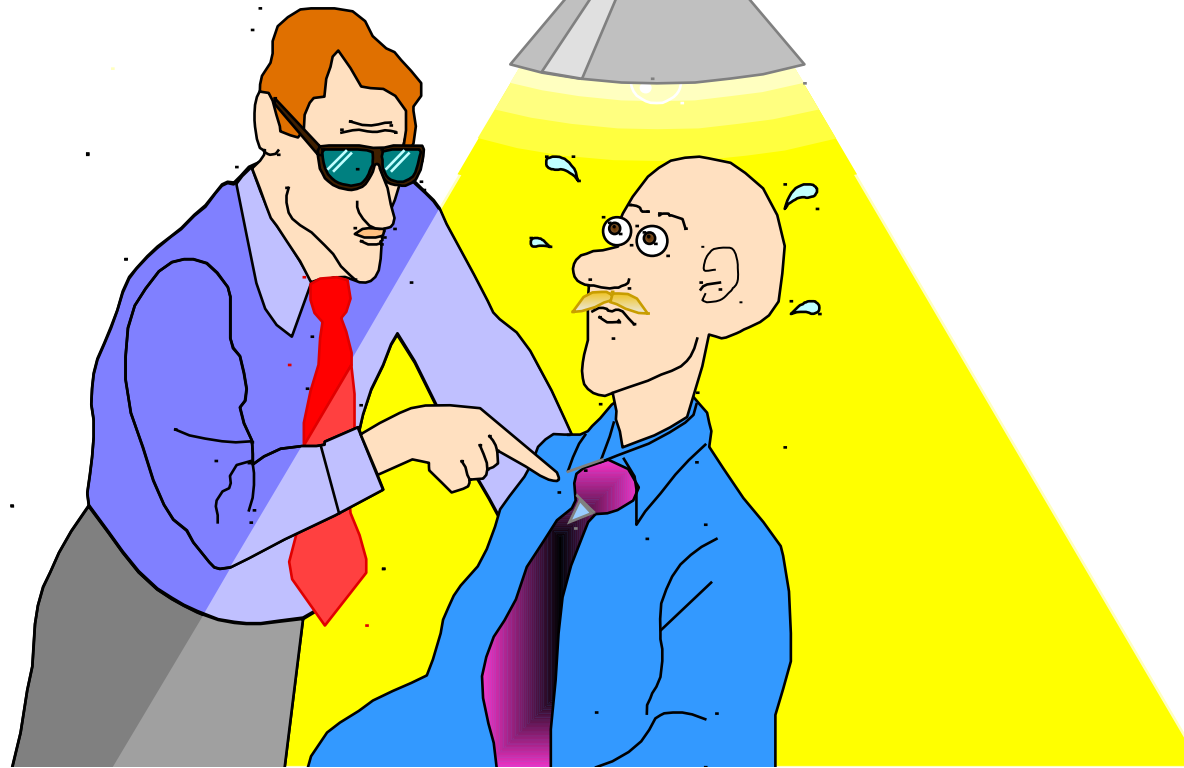
"An integrated electronic environment, available to and easily accessible by each employee, structured to provide immediate, individualized on-line access to information to permit job performance with minimal support and intervention by others." (Guidance, advice, assistance, data, images, tools.) (Electronic Performance Support Systems.1991. Gloria Gery.)

- Improves performance by reducing the complexity or number of steps required to perform a task.
- Provides the performance information needed to perform a task.
- Enables users to identify the action appropriate for a particular set of conditions.
- Helps an organization reduce the cost of training staff while increasing productivity and performance.
- Empowers users to perform tasks with a minimum amount of external intervention or training.
- Users are able to complete their work more quickly and accurately,
- Users learn more about their job and their organizations. (EPSS Central. 2006. http://www.pcd-innovations.com/what_is_ep_.htm.)

EPSS

- ✓ Customs and Courtesies of the U.S. Armed Forces
- ✓ Motivating Organizations
- ✓ Discipline and Conduct of Multi-service Subordinates
- ✓ Uniform and Grooming Standards
- ✓ Physical Fitness Program Standards
- ✓ Service Enlisted Evaluation Reporting Procedures
- ✓ Professional Development and Promotion Systems

# Questions

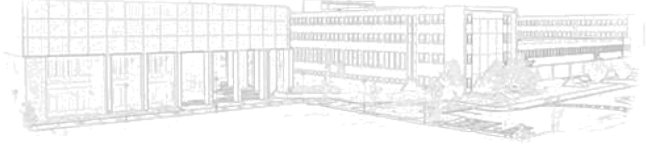


# DLCC Meeting

12 September 2007

# DLCC Meeting Agenda

| 12 September 2007 | |
|---|---|
| 0800 | Cultural Leadership Simulation |
| 0900 | JFCOM/JKDDC |
| 1000 | Break |
| 1015 | July Developers' Meeting AAR |
| 1045 | Discussion |
| 1300 | Finish |



# Discussion Agenda

- Content sharing
  - Recap of yesterday's briefings
  - Service capabilities lessons?
  - SCORM
- OPMEP language issue
- PAJE
  - ACSC participation
  - Up-coming PAJEs?
- Adjunct faculty
- DLCC vision and direction
- DLCC lead
- Spring meeting/conference

# Spring Meeting

## Propose the following:

1. Review the AJPME Service Capabilities lesson for your Service
2. Brief what you address in your Service Capabilities lesson for your Service
3. Identify divergence or suggested common frames of reference
4. Focus on the potential for sharing – SCORM is a means (not the means)